



Report to the Auburn City Council

Information Item

16
Agenda Item No.

[Signature]
City Manager's Approval

To: Mayor and City Council Members
From: Mark D'Ambrogi, Fire Chief
Date: June 27, 2011
Subject: Review of City Operations- Fire Department

The Issue

This is a general overview of all Fire Department operations. No action is requested or required. This is informational only.

Conclusion and Recommendation

None, this is an informational item.

Background

The information contained in the attached report and presented during the Council Meeting may be obtained from the Fire Chief's office. In addition to this report, the following may also be obtained from the Fire Chief's office: *Annual Fire Report Information* for each year beginning with 2003, *2009 Strategic Re-organization Plan*, and *2010 Department Review*.

Alternatives Available to Council; Implications of Alternatives

1. Request additional information and or clarification on any information presented;
2. No further information needed at this time.

Fiscal Impact

No fiscal impact identified, this is an informational item.

Fire Department General Overview

The Auburn City Fire Department originally began in 1852 by way of Hook & Ladder Company No.1; the first organized volunteer fire service in the Auburn community. Today the organization has evolved into a combination department comprised of full time firefighter staffing along with volunteer firefighters. As tradition continues the fire department is not only engaged in emergency response but integrated into community programs and projects that support the citizens and well being of the City.

Daily staffing of the fire department consists of one (1) engine staffed with two (2) full time fire personnel and one (1) volunteer personnel, twenty-four (24) hours each day, seven (7) days a week, this configuration is known as an "engine company". In addition, a Duty Officer that oversees daily operations and assumes command and control at major incidents is available twenty-four (24) hours each day of the week.

Service is provided from three (3) facilities within the City: Fire Station #2, Gietzen, on Sacramento Street (just south of Old Town proper) is the twenty-four (24) hour facility personnel and equipment responds out of and where daily operations occur. Station #1, Martin Park, on High Street (very end) houses equipment; fire apparatus, and a training room, where volunteers respond to staff apparatus and conduct a multitude of training events. Station #3, Maidu, on Auburn-Folsom Road at Maidu Drive, also houses equipment; fire apparatus for volunteer response, and provides training opportunities on the grounds. In addition, the Maidu station is used under agreement by the 49er Regional Occupational Program (ROP). This Placer County Office of Education fire science program involves students interested in fire service careers from the many high schools in Placer County. The fire department administration office is located in City Hall on Lincoln Way on the second floor, Room #7, containing the Fire Chief's office and staff officer's work stations.

Apparatus; fire trucks used by the department, consist of: 2 type 1 engines (large engines with maximum pumping capacity), 2 type 3 engines (smaller engines that can maneuver around the wildland urban interface areas), 1 Water Tender (large tank truck that carries 3000 gallons of water), 1- 55' Ladder Truck (medium size ladder with hose nozzle to reach high structures), 1 Rescue (a medium size truck that carries the Jaws of Life and various rescue tools), 1 Command Vehicle (pick-up truck used by the Duty Officer for command and control at emergency incidents), and 1 Utility Vehicle (a pick-up truck used by personnel to transport personnel and equipment to and from incidents and events). Apparatus is housed within the City with various combinations of each type at each fire station facility.

The Auburn City Fire Department responds to many types of calls both emergency and non-emergency. Such types include: fires, medical calls, vehicle accidents, rescues, hazardous material calls, fire investigations, false alarms, and assistance to the public. The department responds to approximately 1800 calls a year for service; 2009 experienced the highest call volume to date with a total of 1868 calls. This is a very high number of responses for a small department with one (1) staffed engine based on fire service statistics. Volunteer personnel, as available, respond during emergencies and provide coverage at stations in the event of additional calls, augment staffing and apparatus by responding to emergency incidents, and respond personnel and apparatus as mutual aid to our surrounding communities. Because of the high level of activity, assistance is often received from our neighboring fire agencies when City resources are

committed to an incident in progress and additional calls are received. In turn, Auburn City Fire Department resources reciprocate by assisting our neighbors at their times of need. All fire agencies within Western Placer County operate under a cooperative agreement that allows for the closest resources to respond automatically to better serve all communities, provide adequate numbers of personnel and equipment to mitigate emergency incidents, and provide safety for our fire personnel.

In addition to emergency and non-emergency response, the fire department conducts many community orientated programs that aid in the prevention and reduction of fire and life safety.

When a fire personnel are not engaged in emergency response or special programs as listed above, a great deal of time is spent at fire station facilities conducting training, maintaining equipment, maintaining facilities, and completing records and reports. Full time personnel work "shift work" meaning the work period is 48 hours long and spent at the fire station. Time is allowed during the shift for sleeping and eating, but personnel must always remain available for response during the 48 hour shift. Volunteer personnel often commit themselves to periods of work at the fire station without compensation to augment staffing and gain valuable "hands-on" experience. While the full time staff and volunteers primarily focus on emergency response and community programs, the Fire Chief oversees the operation of the fire department and assumes the duties of Fire Marshal responsible for code application/enforcement, plan review and approval, and development planning and inspection.

Fire Department 2009 Re-organization

In 2009 the fire department went through an extensive re-organization of which is how the organization operates today. This re-organization realized a reduction of full time staffing at the mid management level; Battalion chief(s), re-distributed various functions and assignments among all full time personnel, and incorporated volunteer firefighter's into the daily staffing on the engine company. Today 25% of the daily fire department staffing for emergency response are department volunteer personnel, non-union, receiving a minimal hourly wage for their work. Approximately 60% of the full time personnel have had an increase in work load, primarily in administrative and supervisory duties.

(Organizational Charts in this report)

(Complete Plan available in the Fire Chief's Office)

Fire Department 2010 Review

In 2010 the fire department conducted an in-depth review in all areas of the organization that included programs and personnel. The intent of this review was to provide an overview of the fire department in a way that is understandable and identifies actual functioning areas; personnel and programs of the organization. Such an analysis is beneficial for short and long term planning, master planning, succession planning, change in service levels, and incorporating standards of cover.

It was not the intent of the organization to identify deficiencies or attributes in negative or positive ways, but to identify challenges and opportunities for planning and designing

a public safety service. The organization strengths and weaknesses must be known in order to grow and provide efficient and effective levels of services. The review is a result of a collaborative and cooperative venture of all personnel within the organization who provided information, gathered information and formatted the product.

The most significant analysis of the review was that of personnel and tasks performed. This evaluation allowed the organization to review “who is doing what” and do we have the appropriate personnel performing appropriate tasks.

The complete review was presented as an informational item to the City Council at the February 14, 2011 City Council meeting. Additional copies can be obtained from the Fire Chief's office.

(Complete Review available in the Fire Chief's Office)

Fire Department Operations

The Fire Department operates under the direction of the Fire Chief; Department Director, who reports directly to the City Manager. Four (4) functional areas within the department have been identified where specific areas focus on the mission of the fire department related to services provided. The four areas are: Operations, Training, Fire Prevention, and Administration. Each area with sub areas will be reviewed with bullet point general descriptions.

Although emergency response is considered the first and foremost mission of the department, a greater amount of time and resources are spent on other functions that support emergency response and provide services the community.

Daily work schedules and time management is focused on the non-emergency response functions of the fire department and often times will be delayed or interrupted due to emergency response.

In addition to functional areas specific organizations and agencies provide support, advisory, and direction for the fire department.

Support Organizations:

- Greater Auburn Area Fire Safe Council
 - Advisory of community concerns regarding wildfire and fuel reduction programs, resource for educational and community outreach programs
- Hook & Ladder Co. #1
 - Provides support in the way of fund raising for purchase of fire and related equipment to support operations
- Placer County OES/Cal EMA
 - Provides guideline, direction, and support for disaster and large scale emergency incidents

Four Fire Department Functional Areas:

- Operations
- Administration
- Training
- Fire Prevention

Operations

Operation is the delivery of emergency response and non-emergency response calls for service the fire department is tasked with. Categories of response include: Fire, Explosion, EMS & Rescue, Hazardous Conditions/Materials, Service Call, Good Intent Call, False Alarms, Special Types (other agency assists).

Operation is performed by all individuals and is considered a primary mission of the department.

Operations are divided into two (2) areas: Emergency Response and Emergency Support.

Emergency Response:

- Response to emergency and non-emergency calls for service
- Emergency incident operations; command & control
- Automatic and mutual aid programs; providing and receiving
- Standard operating guidelines; functioning safely and effectively at emergency incidents

Emergency Support:

- Vehicle and fire equipment maintenance
- Facility maintenance; fire stations
- Safety Programs; Injury, Illness, Prevention Plan (IIPP)
- Safety equipment and personal protective equipment (PPE)
- Volunteer Firefighting program
- City Emergency Operations Plan

Administration

Administration is a function in the fire department that supports the other areas; Operations, Training, Fire Prevention.

Administration is performed by the Fire Chief and lead supervisory personnel. This includes:

- Stat Collection, Data Collection, Budgeting
- Purchase/procurement/ expenditures
- Agreements and Contracts
- Personnel; policy and procedures
- Organizational Planning
- Records & Reports
- Grant Writing
- Invoicing and fee collection
- Develop, implement, and maintain emergency operation plans citywide

Training

Training consists of ongoing programs that enable, promote, and enhance personnel abilities to perform department operations in a safe, effective, and efficient manner. Training ensures that personnel meet mandates and requirements as required for performing the duties assigned.

All personnel in the department receive training based on the assignment and duties performed and by mandates and standards. Areas include:

- Federal, State, and Local certifications

- Standardized fire training as designated by the Office of the State Fire Marshal
- Training programs for career personnel
- Training programs for volunteer personnel
- Career development
- Multi-agency training
- Inter department training (City departments)
- Multi-discipline training; Law Enforcement, DHS, EMS,

Fire Prevention

Fire prevention activities are focused towards the prevention of fire, reducing the loss of life and property, educating the community on fire safety and related practices, and developing and enforcing standards that help mitigate emergency situations. Fire Prevention is divided into four (4) areas: Pre-development, Inspection, Vegetation Management, and Public Education.

Every individual in the department performs in some manner of fire prevention duties based on the needs of the community and level of knowledge and abilities of the individuals.

Pre-development:

- Code development and adoption
- Plan Review and approval
- Design Review Committee (DRC) participation; conditioning projects/development
- Development of materials to assist the public with Fire Standards for development

Inspection:

- New construction/development
- Fire systems; sprinklers, alarms, commercial cooking appliances
- State Fire Marshal regulated facilities; Residential Care Facilities for the Aged
- Special occupancies; A, E, & I
- Special events; large assemblies, school related, use of fire involved
- Company inspection program; business community
- Pre-fire planning
- Code enforcement

Vegetation Management

- Weed Abatement program
- Defensible Space/home inspection program
- Special projects; Shaded Fuel Breaks, HOA's, Open Space Areas
- Burn Permit/Opening burning program

Public Education

- Fire Safety programs in the schools
- "Buckle-up Baby" program (car seats)
- Fire facility tours
- Community event attendance; Fair, Christmas Basket, Cruise Nights
- Service Club presentations
- Use of the Fire Safety Trailer at various functions

(Fire Department Operations Chart in this report)

Fire Department Inter-Department Operability (Citywide)

Fire department inter-operability with other city departments is a critical component to providing seamless and transparent services. There are multiple areas and departments where fire interfaces including other departments performing fire department services. The intent of utilizing other department personnel for fire department services is to create efficiency and high levels of customer service while meeting the demand with limited resources. These include:

All Departments Citywide (City Personnel):

- Fire provides training, record keeping, and plan development of Federal and State required Emergency Services and Disaster Preparedness

Public Service Counter:

- Provides for fire an initial point of contact information related to fire services
- Serves as customer service processing of receiving and providing approved plans/documents for the fire department

Community Development Department:

- Facilitates new development review, approval, and conditioning process with fire standards
- Provides assistance for environmental compliance on fire related projects
- Building department provides inspection services for new construction, fire systems, and State Fire Marshal regulated occupancies
- Building provides updates pertaining to address and occupancy use for mapping and pre-fire planning
- CDD and Building assist with the code adoption process
- Code Enforcement performs code enforcement violation/noticing for fire issues
- Building and Code Enforcement assists in the Weed Abatement program

Public Works Department:

- Facilitates vehicle and fire equipment repair and maintenance through the Corp Yard
- Coordinates and facilitates facility repair and maintenance through the Facility Maintenance Program

Administrative Services:

- Provides budgeting direction and guideline to the fire department
- Collects and processes fees and reimbursement for fire related services
- Processes payment(s) of services and goods used by the fire department

Police Department:

- Joint response and operability by both departments in service delivery; emergency and non-emergency
- Fire provides training to APD personnel in the area of CPR/First aid
- Fire coordinates miscellaneous auto part/supplies payment between police, fire, and public works (Corp yard)

(Fire Department Inter-Operability Chart in this report)

Fire Department Functioning Under a City Charter

Due to the numerous Federal and State mandates required in the delivery of fire prevention and protection services, a City Charter will have limited impact on the fire department. In researching other jurisdictions functioning under a City Charter, the most significant areas that affect fire departments were form of government and procurement for capital items.

Under a City Charter, a form of government could be a designated "Board or Commission" that directly oversees the fire services and reports to the governing body/elected officials.

In procuring capital items such as fire apparatus and fire facilities, bid and contract procedures could be dictated by the City Charter. This will most likely be exercised through the Administrative Services and or Public Works Department.

The overall policy and direction to provide fire services still lies with the governing body/elected officials regardless of the form; City Charter or General Law City, provided such policy and direction is within federal and state mandates.

Fire Department and Performance-Based Management and Budget

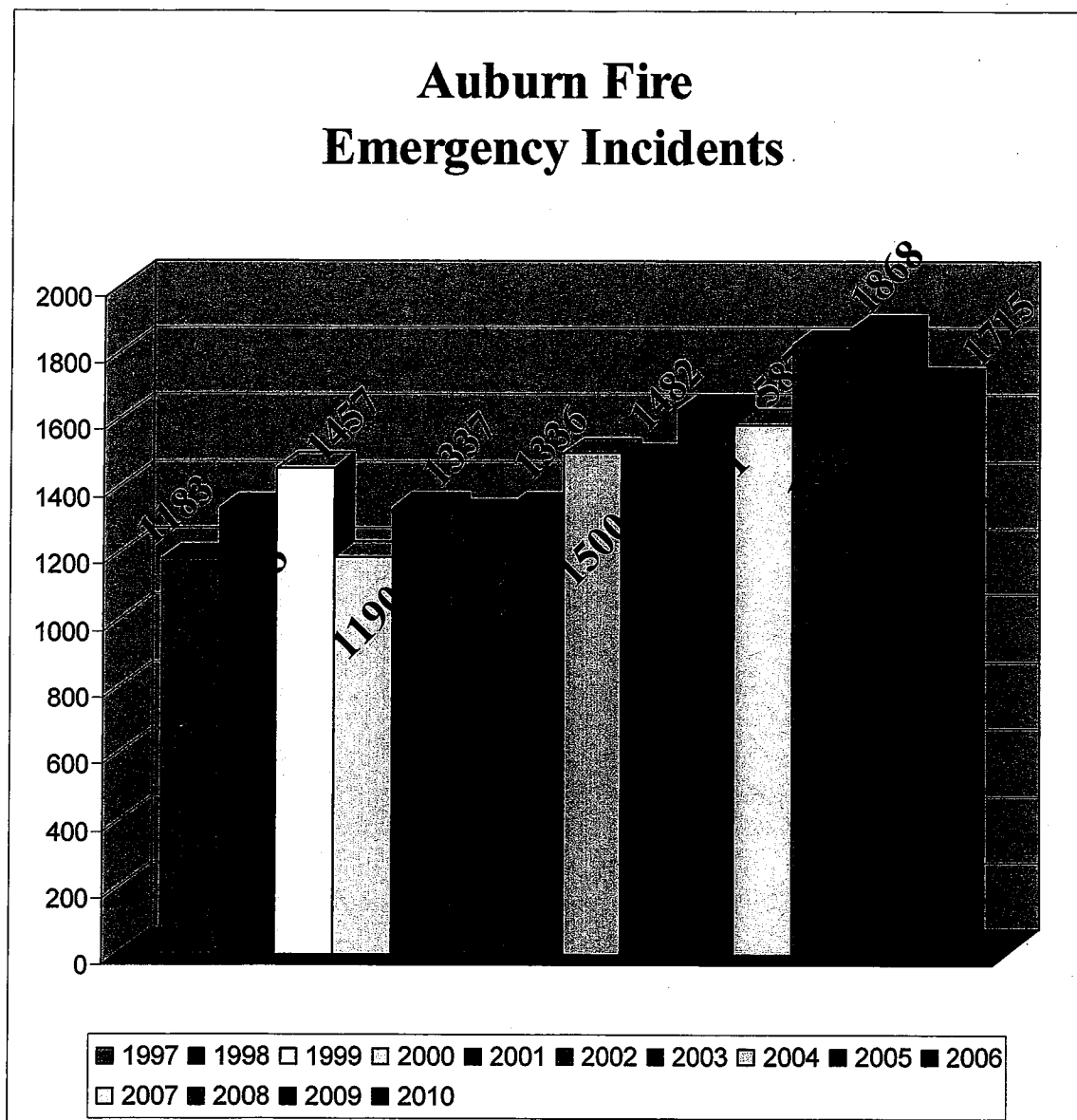
The fire department has established Mission, Vision, and Goal Statements of which serve as a basis of performance measure. In the 2010 Review, all fire department programs were identified and cataloged in the following areas: an overview, the objective(s) identified, annual funding, funding sources, and ramifications if the program is not implemented, potential steps to increase efficiency, and cost savings and or efficiencies in place. Having objectives identified is part of performance, what is needed is to identify and develop measurable achievement that can be captured in a manner that indicates performance.

A difficulty for the fire department in developing a performance-based budget for emergency response is related to the types and levels of services provided. Typically such information is captured and analyzed for any trends, specific occurrences, and special circumstances that would assist in developing future operating plans and budgets based on such data.

Since a great deal of the fire department mission is emergency response it may be difficult to develop measures of achievement ahead of time due to the uncertainty of what will actually be required. In non-emergency areas there may be general performance measures developed that may capture deliverables. An example of this follows:

Topic:	Training
Objective:	To maintain and enhance personnel knowledge, skills, and abilities (KSA's) to perform at efficient levels and to obtain and achieve mandated training and certification to function within the California Fire System.
Measurement:	Total Department Hours (Sum of each individual's annual hours)
Target:	1250

Fire Department General Statistical Information



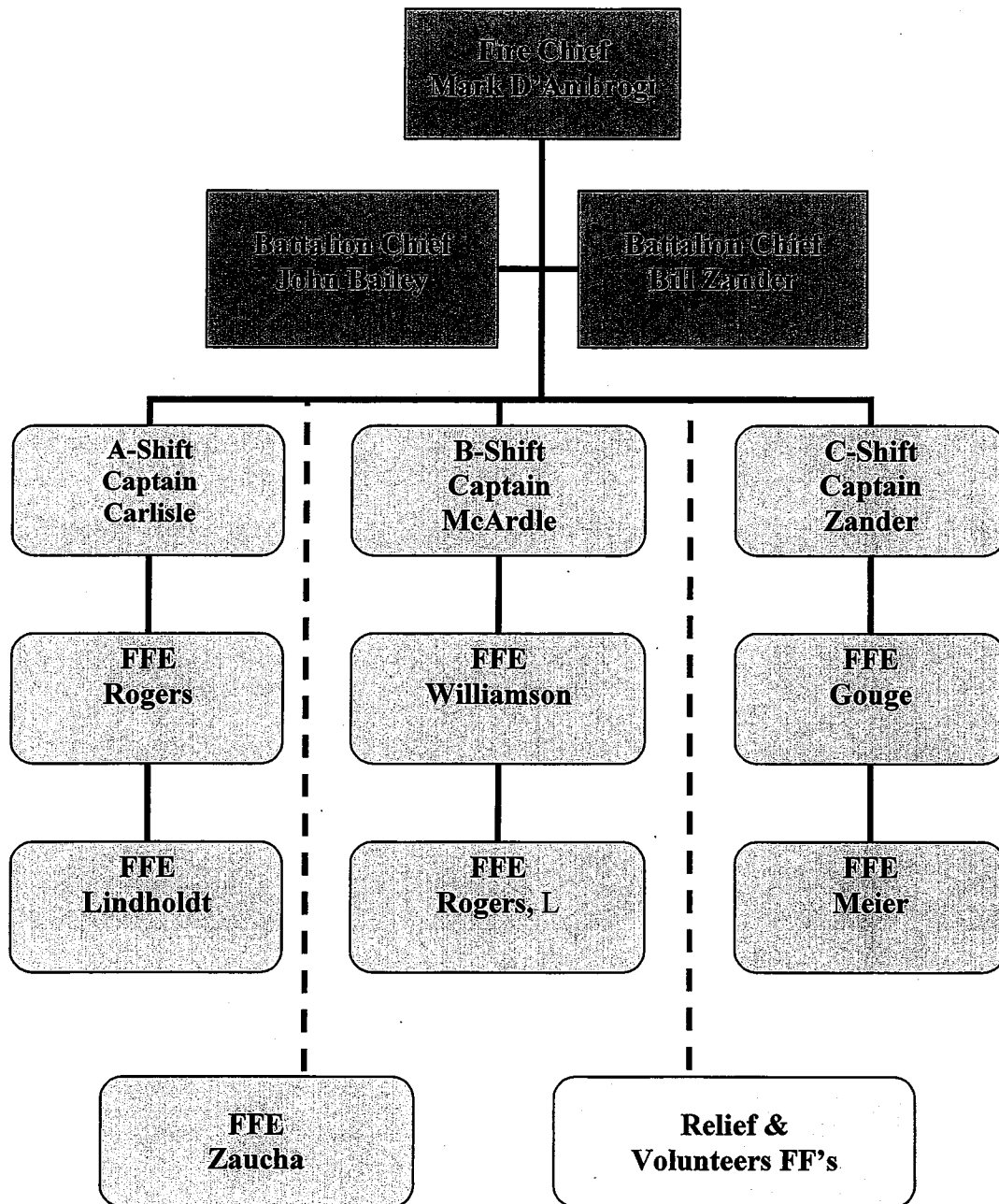
13 Year Period, Annual Call Volume

(Complete Annual Reports from 2003 to present available in the Fire Chief's Office)

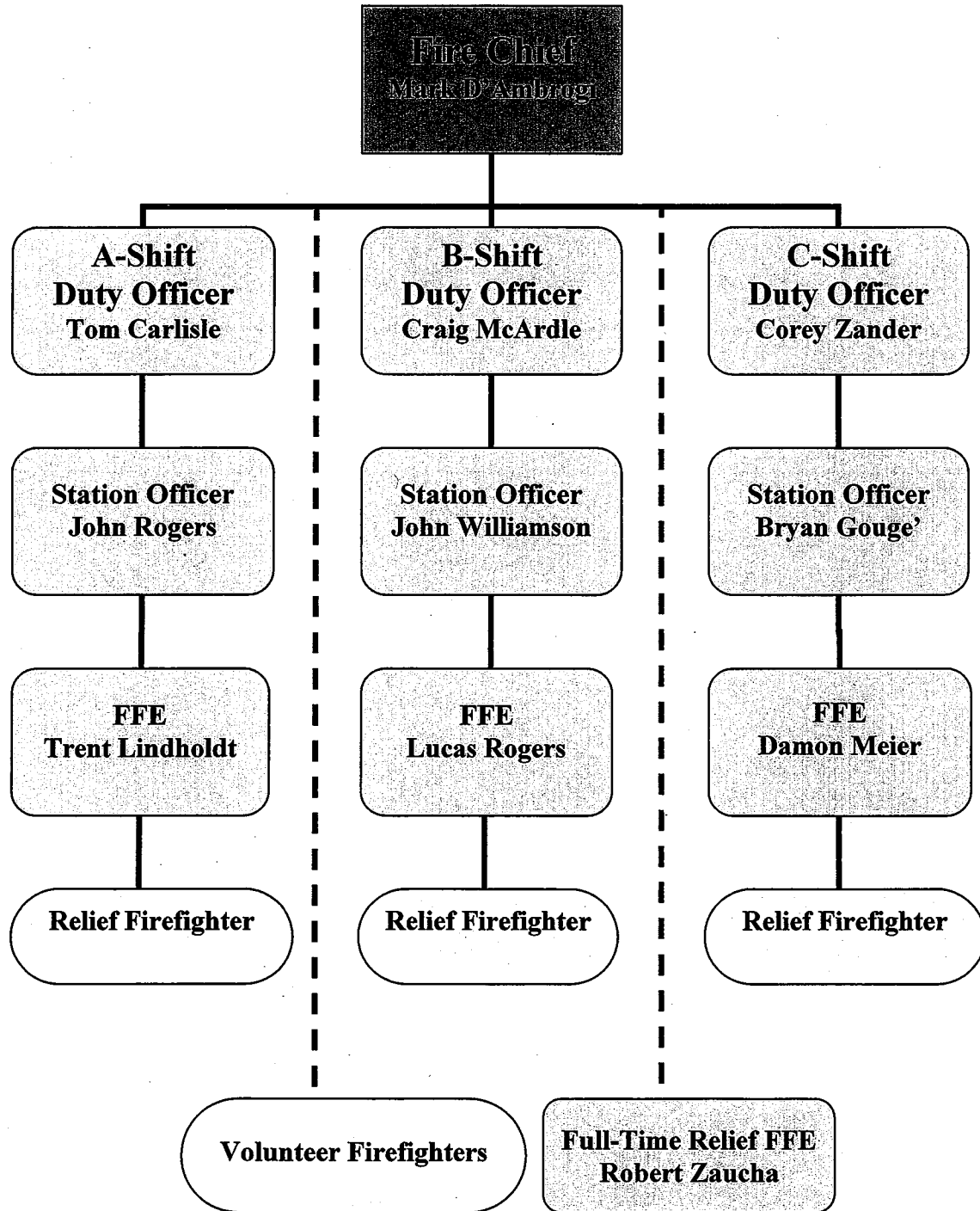
**Auburn Fire Department
General Information/Statistics**

Number of Full time Personnel
10 Suppression 1 Administration
Number of Active Volunteers
15
Number of Volunteers Working in the Relief FF Program
5
Incident Type Responded to Most
EMS- 74%
Average Response Time
4 Minutes 49 Seconds
Number of Fire Stations
Three:
1-Staffed 24/7, 2-Volunteer Staffed
Total Number of Department Apparatus
Nine:
2-T1 Engines, 2-T2 Engines, Ladder Truck, Water Tender, Rescue, Command, Utility
Busiest Day of the Week
Friday
Busiest Time of the Day
12 PM to 8 PM
Number of Plan Review for Fire Systems Performed
25
Number of Inspections on Fire Systems Performed
59
Number of Parcels Initiated in the Weed Abatement Program
124

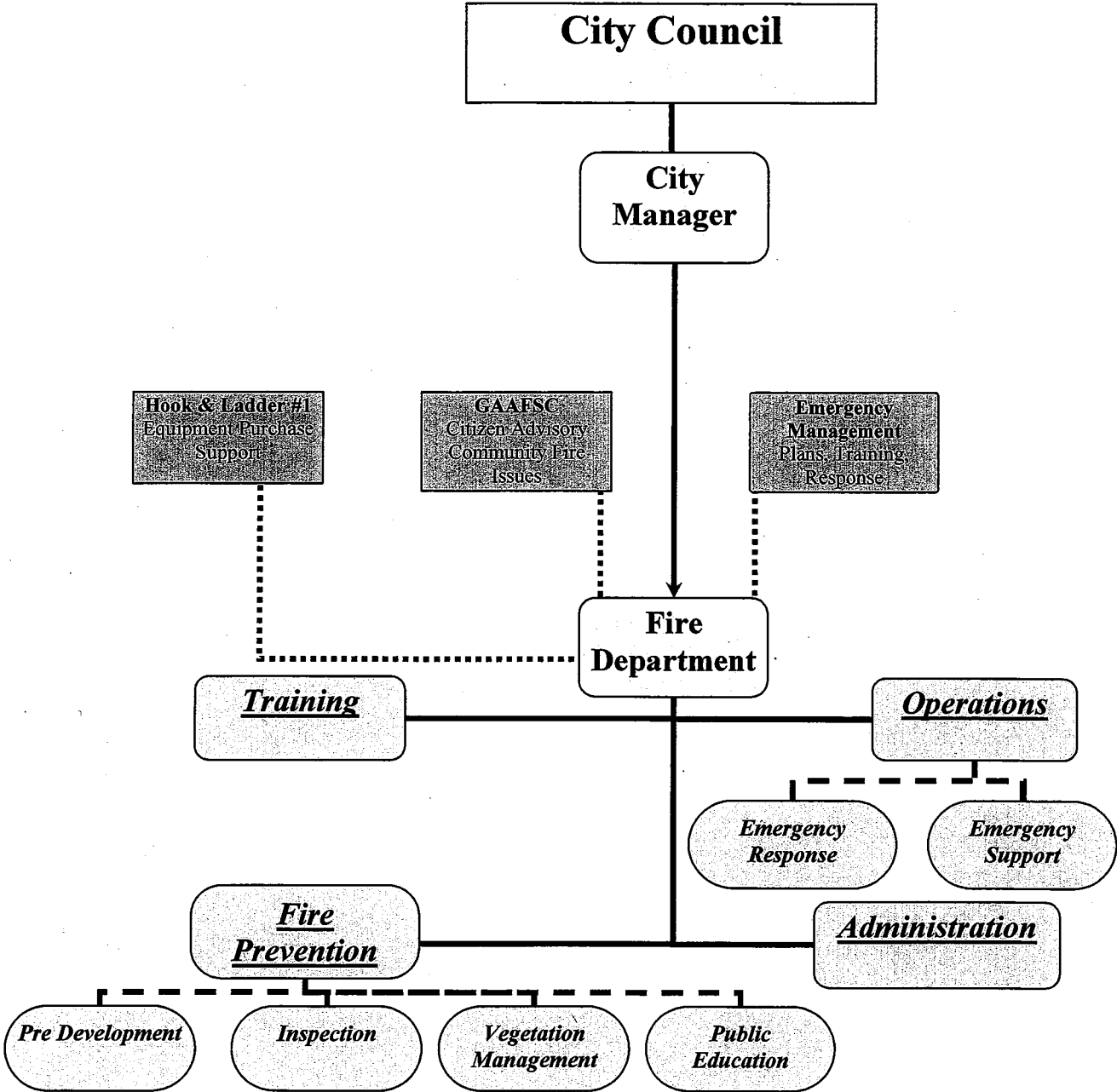
**Auburn Fire Department
Organization 2008**



**Auburn Fire Department
Organization Current**



Fire Department Operations



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